

National Aeronautics and  
Space Administration

**Office of the Administrator**  
Washington, DC 20546-0001



AUG 28 2001

TO: Distribution

FROM: A/Administrator

SUBJECT: Strategic Resources Review Offsite Meeting

Our Strategic Resources Review meeting will be held from Friday morning, September 7 through Sunday afternoon, September 9, 2001. You will soon receive further information on the location of this meeting. The Strategic Resources Review is aimed at identifying the workforce and infrastructure capabilities NASA will require to perform its mission in the 2001-2010 timeframe. This will require us to determine which critical capabilities must be retained by NASA and which can be discontinued or led outside the Agency – as well as identifying opportunities for strategic partnerships, outsourcing, or reforms that ensure the Agency can perform its mission effectively. The draft agenda for the meeting is enclosed.

As part of the Strategic Resources Review, each Center Director has been tasked with providing candidates for commercialization, competitive sourcing, consolidation, partnerships, elimination, restructuring, and strengthening. I have asked each of the Enterprise Associate Administrators to pre-brief me on these candidates on Thursday September 6. In order to facilitate discussions at the review on Friday, Center Directors should electronically forward a Word file containing their list of candidates to Sue Garman at [susan.h.garman@hq.nasa.gov](mailto:susan.h.garman@hq.nasa.gov) by Thursday morning, September 6. Your list of candidate opportunities should be broken into the following five categories, which are consistent with the President's Blueprint. The examples shown below in each category are provided for illustration purposes only.

- Commercialization, privatization, competitive sourcing (e.g., establish a non-governmental organization to manage ISS research; commercialize specified outreach functions; outsource or commercialize specified science databases)
- Consolidation (e.g., consolidate laboratories in one location; consolidate grants management at one or two Centers; consolidate administrative functions at a service center)
- Partnerships (e.g., expand partner participation in ISS functions; partner with DOD for various functions)
- Elimination or restructuring of weak, ineffective, or duplicative functions/activities (e.g., eliminate or reduce on-site technical facilities by relying on outsourcing or a single NASA center; close facilities unless they are mandatory to meet time-critical needs or reflect highly advanced capabilities; cancel programs that do not help NASA achieve its long-term vision or that are not world-class)

- Strengthening agility/flexibility of Centers (e.g., personnel reforms such as paybanding and direct hire authority; transitioning a Center to an FFRDC, expanded use of IPAs)

Our expectation is that at the conclusion of the meeting we will have identified NASA workforce and infrastructure options for the future and have a commitment by the Senior Management to develop detailed implementation plans for each option. We plan to schedule a follow up meeting within 2 weeks to review the detailed plans and to formulate a revised budget submission to OMB for the FY 2003 budget. It is my hope that we will find better ways of doing things by reducing infrastructure and overhead and concentrating and focusing our work on that which is core and world class. The savings we find will be reinvested in more effective science and more aggressive technology as we push the exploration frontier forward.

We have tremendous amount of work and some difficult decision-making ahead of us in ensuring that we capitalize on our unique competences and continue to pioneer innovative and world-class research and development. It is critical that NASA transform itself through revolutionary changes to its workforce, programs, and institutions, without compromising safety.

Our efforts will be aimed at ensuring that NASA can build upon its legacy of visionary scientific and technological achievements. Our decisions will be guided by NASA core values and will honor the dignity of all employees – civil servant and contractor. I realize that Headquarters and Center staff have put considerable effort forth in preparing us for this Strategic Resources Review. Please express my deepest appreciation to everyone for helping us plan NASA's future.

Daniel S. Goldin

Enclosure

**Original signed by Daniel Goldin**

**Senior Management Council: Strategic Resources Review**

*Friday, September 7 – Sunday, September 9*

*Location: TBD*

**DRAFT AGENDA** (as of 8/28/01)

Friday, September 7

8:30 – 11:00 a.m.	Briefing/discussion on the establishment of administrative service centers Briefing/discussion on establishing a common information technology architecture
11:00-11:30 a.m.	Briefing/discussion on Space Shuttle privatization
Noon-1:30 p.m.	Lunch Luncheon speaker
2:00 – 4:00 p.m.	Vision for the Future (Dan Goldin)
4:00-6:00 p.m.	Candidate list of reforms
6:00 – 7:30 p.m.	Dinner
7:30-10:30 p.m.	Discussion of NASA core competencies

Saturday, September 8

7:00 – 8:00 a.m.	Breakfast
8:00 – 9:30 a.m.	Review of candidate list of reforms (additions/deletions)
9:30 – 11:30 a.m.	Further definition of reforms (breakout sessions)
Noon-1:00 p.m.	Lunch
1:00 – 5:00 p.m.	Briefing/discussion based on from breakout sessions
5:00 – 6:00 p.m.	Discussion of communications strategy
6:00 – 7:30 p.m.	Dinner
7:30 – 9:00 p.m.	Discussion of next steps

Sunday, September 9

7:00 – 8:00 a.m.	Breakfast
8:00 a.m. – Noon	Develop initial detailed analysis of reforms
Noon – 1:00 p.m.	Lunch
1:00 – 3:00 p.m.	Review of tasks; concluding remarks

**ENCLOSURE**